Best Practices for Municipal Communications

A Report to the Town of Lexington MA Select Board

Prepared by the Enhancing Communication in Lexington (ECiL) subcommittee of

The Lexington 20/20 Vision Committee
1. Abstract
The 2017 Lexington Town-Wide Survey conducted by the 20/20 Vision Committee highlighted that residents were not aware of many of the issues and activities within the Town. Residents therefore wanted better communication with the Town\(^1\). In part, due to the declining readership and reporting coverage of local newspapers such as the *Lexington Minuteman*, many towns are finding the need to increase their efforts to communicate with residents. In this context, the 20/20 Vision Committee proposed a project to the Lexington Select Board for improving Town communication. This report is the output of the project and was prepared by the Enhancing Communication in Lexington (ECIL) committee. ECIL is a sub-committee of the 20/20 Vision Committee. This report identifies Best Practices which the ECIL Committee believes, if implemented, will help improve communication in Lexington. Throughout this report the term “communication” refers to the bi-directional exchange of information between the Town of Lexington and residents and/or people working in the Town.

This report contains three major sections:

1. Best Practices for Municipal Communication - A collection of 34 Best Practices aggregated from a review of approximately thirty municipal communications plans and other municipal communications publications. Many of the towns surveyed as part of this report indicated that the position of Public Information Officer, or an equivalent position, had been created within the past few years. It might not come as a surprise then that in this nascent field there was a lack of clearly identified Best Practices for Municipal Communications. (See Section 2 for the definition of a Best Practice)

2. Best Practices Survey of Twenty Three Municipalities - A survey, developed and administered by the ECIL committee, to twenty three municipalities, including Lexington, to assess their familiarity with, and progress on, implementing Best Practices.

3. Incidental Findings - A collection of observations and findings, accumulated during the course of this project, that provide insights into the function of the existing communication structures within Lexington.

The following recommendations are those that the committee believes will have the biggest impact on improving communication between the Town and residents. These recommendations are based on the findings from the work documented in the three sections listed above. Please see section 4.1 *Best Practices for Municipal Communications* of this document for the complete list of recommendations.

1.1. Top Recommendations

1. **Develop a Town-wide communication plan and update the plan regularly as town priorities change.**

   ○ Among other criteria, this plan should identify the many target populations within the town and identify the best communication means to reach these populations. The plan should also suggest criteria for when town departments should implement project-specific communication plans to engage with stakeholders affected by a departmental project. One of the main reasons for such a plan is to “Ensure that the top priorities for engagement receive enough resources to be done well and not raising false expectations about staff capacity to engage on all possible topics.”\(^2\)

---


\(^2\) Bhubaneswar Communications Plan (see Bibliography)
2. Implement a shared communication structure for Town and School communications.

   ○ The Town communication structure should address two important issues: (1) Enable comprehensive, coordinated, communication of important information through both school system and Town channels and (2) Address the needs of those residents who are not tech-savvy and/or do not use electronic communication channels. With regard to the first issue, the ECiL committee found that for most residents with school age children, the school system is the primary source of information. Many residents (including many Town Meeting members) who no longer have children in the school systems lose contact with school related activities, events, achievements, management changes, etc., until a budget issue related to school needs arises. There should be a modification of the communication structure such that information about the schools is disseminated to more than just the school population.

   With regard to the second issue, the ECiL committee found that many residents are accustomed to receiving news through printed newspapers. The scope and resources of local newspapers such as the Lexington Minuteman, however, is diminishing at a rapid pace and many Town issues go uncommunicated. There should be attention paid to identifying means other than local newspapers for those who currently rely on such sources. Additionally, fewer people are subscribing to or reading local newspapers so that is no longer a reliable means of communication.

   These observations highlight two distinct populations in Town. Population one is families with children in the public schools, relying on the schools for the majority of their important information. This population is approximately 38% of households. Population two are those with limited access and/or ability to use electronic methods of communication (often the older population in town). Residents 60 or older in Lexington are estimated as 25.2% of the population while those 65 or older are estimated as 19.3% of the population by the 2018 American Community Survey (ACS). Many people in this latter category utilize diverse channels of communication (including word of mouth, Town warrants, Lexington listserv, newspapers, etc.). Creating a unified communications structure that includes both School System and Town communication channels would greatly improve the flow of information between these currently separated populations and make the sharing of information more widespread.

3. Implement actions to increase enrollment on electronic communications platforms maintained by the Town.

   ○ Only a small percent (approximately 6.5%) of Lexington residents are currently reached by any of the social media and electronic messaging platforms used by the town. (see section 4.3.1 Membership of Existing Electronic Communication Platforms in Lexington) The Code Red system is an outlier and is used by approximately 26% of residents over 24 years of age. Achieving subscription by 20% of the Town population to the Town News and Alerts and Link to Lexington listservs is a stretch goal for a level of engagement. An opt-in signup for Code Red, Town News and Alerts, and Link to Lexington as part of the school enrollment process may be a method to increase subscription rates to these systems over time. The Town should investigate ways for citizens to enroll in its news and alerts such as setting up tables at town wide events, Farmers

---

3 Maureen Kavanaugh, Lexington Director of Planning and Assessment - May 31, 2019
Market, etc. Additionally, efforts should be made to connect those citizens who desire to be connected to social media or listservs, but require technical assistance to do so. One way to reach citizens who require technical assistance could be to form an e-communication volunteer support committee. This committee could sponsor events and offer in-home assistance to educate and enroll new subscribers.

4. **Identify and incorporate non Internet centered communication platforms for residents who choose not to use social media or listservs.**

   - A large percent of the population will never be reached through social media, listservs and other Internet centered platforms. The Town needs to identify and incorporate other methods to communicate on important topics.

5. **The Town website should serve as the launching point through which residents can find the information they are seeking about Town related issues. One key requirement to increasing the usefulness of the Town website is to improve the search function capability embedded in the website.**

   - The current search function on the Town website is inadequate and should be improved. See the section 4.3.2 Lexington Website Search Functionality, for examples of the limitations of the current search function. Residents should feel confident that if they search the Town website they are highly likely to find the information they are looking for.

6. **Update the systems for reporting potholes, streetlights out, missed trash pickups, etc.**

   - Reporting these issues are several of the ways that residents interact with the Town. Currently, residents leave a voice mail which does not receive a response. Some number of days or weeks later the item is fixed, but the resident never knows if it is due to their efforts. Voicemail is also seen as an outdated form of communication when web, text (SMS, MMS, etc.), or app-based entry is available. Web, text or mobile app based entry also reduces the workload for staff which no longer needs to transpose details to a database. Problem reports should allow residents to upload photos or images along with their problem reports. Additionally, an automated response with a tracking number should be created which tells submitters that their reported item has been received and the estimated current response times for their issue. Residents should be able to track the status of their request online. Although these appear to be minor issues, they are some of the most frequently discussed on the various community listservs and social media sites.

7. **Enable a method for Town Committees to more easily be notified of attempts to contact the committee.**

   - The currently employed web form submissions to a “committeename@lexingtonma.gov” email address are ineffective. Since many of these committees infrequently receive email, the accounts are most likely infrequently, if ever, checked. The Town IT department should be able to look at when various committee email accounts were last accessed to verify this claim. Also, due to committee member turnover, the knowledge for how to access the email accounts is often lost within a committee. In an impromptu survey conducted of 52 of the Town committees, 87% of these committees never responded to a web-form submitted email sent to the committee. See section 4.3.3 Response Rate of Lexington Committees for details.
2. Background

The Enhancing Communication in Lexington (ECiL) sub-committee was formed after the 2017 Town-Wide Survey conducted by the 20/20 Vision Committee showed residents were not aware of many of the issues and activities within the Town and wanted better communication with the Town.

The charter for the ECiL project was initially broad ranging and was to include interviews with Town officials and investigations into experiences with communications systems used in the past by Lexington, among other topics. The team was, however, surprised by early work that showed there was no clear-cut guidance on what constituted Best Practices for municipal communication. A Best Practice is defined by Merriam-Webster as “A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.”4 The scope of the charter was therefore narrowed to identifying Best Practices for municipal communications, identifying those which are most likely to be beneficial to the Lexington community, and conducting a survey of other towns to see if and how they have implemented these practices. Section 3, Process, of this document describes how the Best Practices were compiled.

To build the project team, the ECiL subcommittee attempted to recruit members from various organizations across Lexington such as Chinese American Association of Lexington (CAAL), Indian Americans of Lexington (IAL), Indians Get Involved Group (IGIG), Chinese Americans of Lexington (CALex), Association of Black Citizens of Lexington (ABCLex), Korean-American Organization of Lexington (KOLex), Lexington Five and Under Network (LexFun), Lexington High School (LHS), etc. in an attempt to reach different demographics within the community. Each of these organizations also has its own communications network. The town Public Information Officer, Sean Dugan, was hired during this project and became a team liaison with the Town, replacing Koren Stembridge (Cary Library). Due to Mr. Dugan’s involvement, some of these Best Practices, such as Branding (including Town Logo on Town originated communications) and development of a “Centralized News Room” are already being implemented, rather than waiting for this report to be completed.

Current Members:
Marian Cohen, PK Shiu, Margaret Coppe\textsuperscript{x}, Mark Manasas\textsuperscript{x+}, Hong Xie, Sean Dugan\textsuperscript{*}, Kathleen Lenihan\textsuperscript{*}, Mark Sandeen\textsuperscript{*}

Past Members:
Candy McLaughlin\textsuperscript{+}, Glenn Parker\textsuperscript{+}, Joe Pato\textsuperscript{*}, Sherry Zhu\textsuperscript{+}, Harry Forsdick\textsuperscript{+}, Koren Stembridge\textsuperscript{+\*}, Bhumip Khasnabish

\textsuperscript{+} - Charter writing committee
\textsuperscript{*} - Town Liaison
\textsuperscript{x} - Co-chair

4 https://www.merriam-webster.com/dictionary/best practice
3. Process
This report was compiled using the following steps. The project team:

- Searched for a generalized list of best practices for municipal communications from National Association of Government Communicators (NAGC), City-County Communications & Marketing Association (3CMA), International City/County Management Association (ICMA), International Association for Public Participation (IAP2). No such list of best practices was found.

- Accumulated a collection of municipal communications plans and reports for various towns and cities both in the United States and internationally. See section 6 Bibliography for a list of the plans and reports used. These communication plans were collected through Internet searches to identify communities with established plans.

- Constructed a list of “pain points” to identify areas of concern or frustration to Lexington residents. This list was cross-checked during the writing of this report to ensure these pain points are addressed. Pain points were developed by reviewing the 2017 Town-Wide survey and the frequency of topics discussed on the “Lexington List”.

- Extracted recommendations from each of the municipal communication plans / reports, resulting in a total of 80 recommended best practices.

- Disregarded recommendations applying to the formatting of municipal websites. Website design practices will not be covered in this document as there is extensive information available from numerous sources on how to create a useful website. The need to improve the search function on the Town website is independent of how the website is formatted.

- Combined duplicate/similar recommendations, resulting in 34 unique Best Practices. See the section 4.1 Best Practices for Municipal Communications of this document for these 34 Best Practices.

- Created questions based on the 34 Best Practices for officials in other municipalities resulting in a Municipal Best Practices Survey. See section 4.2 Municipal Best Practices Survey, which includes the detailed findings of this survey, in this document.

4. Findings
4.1. Best Practices for Municipal Communications
The Best Practices discussed in this section were derived from the documents listed in section 6, Bibliography, using the steps outlined in section 3 Process, of this document. Each Best Practice includes a discussion of how the particular practice would be applicable to the Town of Lexington. The Best Practices aligned with common themes including Branding, Channels, Content, Diversity, Engagement, Feedback, Organization, Partners, and Training. Some of the Best Practices are philosophical in nature as opposed to items with clear cut actionable practices. These items are listed in section 4.1.2 Philosophical Best Practices, section of this document.

4.1.1. Actionable Best Practices
1. Develop a communication plan identifying priorities for civic engagement town-wide and develop appropriate departmental initiatives to build community relationships.
"Ensure that the top priorities for engagement receive enough resources to be done well and not raising false expectations about staff capacity to engage on all possible topics."
(Bhubaneswar communications plan"

2. Include Town and/or Department Logo/Brand on all authorized communications.

○ To reassure residents that a communication is originating from the Town, it is strongly recommended that the Town logo appear in the communication. In several of the communications reports which were reviewed for this study, residents mentioned being confused about whether an email or other communication was originating from the Town or some other entity.

○ At a minimum, bulk emails should originate from a standardized lexingtonma.gov email address. It is strongly preferred that the sender of a bulk email, or other electronic communication, should appear as “Lexington DPW - Jane Smith”, versus “Jane Smith”. Many people immediately delete emails from senders they do not recognize.

3. Establish the Town website as the core communication vehicle.

○ The Lexingtonma.gov Town website should be the first place residents go to seek information about the town. It is often unclear where within town government information resides. Instead of having the citizens hunt for where the information resides, citizens should be able to go to the Town’s home page to search for and locate what they need through one search function.

○ The current search function on the town website is inadequate and should be upgraded. All town departments should be accessible, and searchable, from the Town website. See section 4.3.2 Lexington Website Search Functionality for examples of the deficiencies. Residents are currently frustrated by not being able to find the information they are looking for on the Town website.

○ The function of each of three calendars currently hosted by the Town: All Town Events, Community Calendar, and Special Events should be clarified and the existence of these calendars should be publicized. Ideally, the contents of all three of these calendars should be merged into one “universal-view calendar” to provide a one stop comprehensive view of Town affiliated activities. Additionally, the Town should consider forming a committee tasked with maintaining the Community Calendar to remove this responsibility from the workload of the Town Webmaster and Public Information Officer. All calendars should provide an easy method (iCal, .ics, .csv, etc.) to link to users' personal electronic calendars.

4. Centralize a town "News Room".

○ Important Town news should be posted to the Lexingtonma.gov Town website. Distributing important information across multiple sites makes it difficult for residents to know where to go to receive information that may impact them. Information can, and should, be posted in redundant locations (and updated in all locations) such as web pages dedicated to the Recreation Department, DPW, Fire Dept., etc.

http://www.authorstream.com/Presentation/aurovilleconsulting-2774022-bhubaneswar-communication-plan/
Create filters or tags that allow residents to quickly access news relevant to the topics in which they are interested.

5. Identify the channels different (target) populations want to use to receive and send communications.
   - Different populations (teens, older adults, families with school age children, etc.) often seek to communicate using different tools. Tools include electronic means of communication such as Facebook, Twitter, email, and non-electronic such as residential mailings, sign boards, flyers posted in public locations, etc. Note: At the current time, only approximately 6.5% of the town is subscribed to any of the social media or listserv communications methods used by the town, with the exception of the Code Red system. See section 4.3.1 Membership of Existing Electronic Communication Platforms in Lexington, for more information.
   - Some populations and individuals choose not to use social media and/or some Internet based communication tools. Methods to reach these populations should be identified and utilized when appropriate.

6. Seek feedback on the use of communication tools from the public and demonstrate changes based on this feedback.
   - Poll users about the effectiveness of the various channels the Town currently uses to communicate. Are messages too long, too short, too textual (not enough graphics), etc. Do the messages contain the desired types of information? Is it obvious to users how they can provide feedback on messages? Adjust usage patterns based on user feedback and acknowledge that the user feedback has been heard and used to make the adjustments. Polling should include questions about better ways to communicate with various populations. These questions should be incorporated into the Town-Wide survey administered by the 20/20 Vision Committee.

7. Create a “How to Get Involved” section of Town website.
   - Each Town committee/organization that utilizes volunteers should clearly identify how to get involved, and how to contact the organization, to get involved with their activities. The Town has made good steps in this direction, e.g.: the Volunteer Opportunities in the Town page on the website and the Lexington Citizen’s Academy.

8. Create an easily accessible inventory of languages spoken by Town staff for reference by Town staff.
   - The ability to reach speakers of non-English languages can be useful in many situations. It could, for example, save lives in emergency situations.

9. Develop a "Get to Know Lexington" document and/or video which should be available in multiple languages. Create print copies for those who may not have access to the Internet.
   - The current Get to Know Lexington web page is focused on economic development. The New Resident Information page should be reviewed for completeness, but more importantly the lexingtonma.gov search function should be improved (see section 4.3.2 Lexington Website Search Functionality of this document). A survey of a representative cross section of the Lexington population should be conducted to identify resources/services of which many
community members are not aware. Appropriately identified channels should then be used to communicate these resources/services to potential users. The frequency of administering this survey should be tied to the rate of turnover of the target populations. Target populations are likely to have varying turnover rates due to moving into or out of town, children leaving the school system to go to college or start a trade, or simply due to aging of the population.

i. For example, the “Lexington for All Ages: Community Needs Assessment” report from 2019 mentions that many seniors are not aware of services provided by the Town which are available to them.

10. Develop online “Frequently Asked Questions (FAQ)” for each department.

- Each town department should review the information available on the Town website and update the content to include answers to the most Frequently asked Questions received by the department. While there is a short term effort required to conduct this task, the long term benefit should clearly outweigh the initial effort.

11. Provide regular/consistent information & updates to the public. Follow Best Practices by generating 1-2 social media posts per day for each account; post more frequently to keep followers apprised of important time-sensitive developments.

- The Town News posted to the front page of the Town website should be updated on a regular basis so that residents actively seek information from this source. When such pages become stagnant, visitor traffic drops, defeating the purpose and impact of these tools. As many social media users prefer not to receive push notifications, frequently updated content is therefore important to keep users returning to the website often.

12. Provide training to sensitize communications team(s) to needs of special interest groups such as children, citizens with disabilities, transgender citizens, senior citizens, etc.

- In conjunction with the creation of a Town Communications Plan, the different special interest groups should be identified and the Town staff communicating with these groups should receive training, where appropriate. Many organizations conducting these training programs can be found by searching for “Workplace training for transgender awareness”, for example.

13. Work with local special needs groups to design content for people with disabilities.

- Utilizing knowledge of groups in Town who provide services for or advocate for special needs groups can augment Town staff resources and expertise.

14. Actively & regularly survey residents to identify issues & demonstrate changes based on feedback.

- The Lexington 20/20 Vision committee has conducted a Town-Wide Survey (last concluded n 2017) roughly every 5 years. This Town-Wide Survey should be publicly acknowledged if it results in changes to Town communications. Acknowledging the origin of the changes will provide positive feedback to residents that their voices are being heard and heeded. It may also serve to increase participation in subsequent town-wide surveys.

---

This report, “Best Practices for Municipal Communications” is the culmination of efforts which began when the 2017 Town-wide survey indicated that residents did not feel like they knew what was going on in town. This fact should be publicized as the report is distributed.

15. Educate citizens about how the Town works and how to pursue their needs and interests.
   ○ The Lexington Citizen’s Academy is a good example of a method to educate citizens about how the town works. Similar academies with specific foci, such as “How Town Meeting Works”, or “Services Available for Seniors”, could also be beneficial if areas of need are identified.

16. Enable "write-in" questions/comments for public forums for those who may not be comfortable speaking in public.
   ○ Some people who are uncomfortable speaking in public can be great sources of insight and information. Allowing methods for these participants to contribute improves the feeling of inclusivity and allows for all factions to be heard, not just those of the “loudest in the room”.

17. Enable volunteer contributions to Town and departmental work.
   ○ Volunteer contributions can increase the bandwidth and expertise of Town staff. This increased bandwidth must, however, be managed. A concerted effort should be made to identify where volunteer involvement could be beneficial and then to recruit and engage and manage new volunteers to actively contribute. Responsibility for identifying needs and coordinating volunteer efforts might require a new or expanded staff position. Alternatively, or supplementary, a committee of volunteers might be formed for this purpose.

18. Organize events tailored to under-represented communities.
   ○ This Best Practice helps to gain trust, cooperation, and involvement from under-represented communities.

19. When engaging the public in decision making, tailor the consultation method (forum, survey, etc.) to suit the situation using the International Association of Public Participation (IAP2) Communication Methodology Spectrum.
   ○ The IAP2 methodology ([IAP2 Pillars of Public Participation]8) is widely cited through numerous communication plans as a leading model for actively engaging residents in municipal government. Utilize methods such as those outlined by IAP2 to engage citizens in appropriate levels of decision making with the Town. In this era of electronic communication, group meetings may be more important than expected as it is possible for one citizen to spam electronic means while posing as numerous individuals with the same viewpoint. Remote communications platforms such as Zoom, Google Meet, GoToMeeting, etc. could be utilized to increase community involvement for those who are unable to attend events in person. Some commonly cited reasons for including citizens during decision making include:
     ○ Exposing new information and ideas on public issues;
     ○ Developing public support for planning decisions;
     ○ Avoiding protracted conflicts and costly delays;

○ Developing a reservoir of goodwill which can carry over to future decisions; and
○ Creating a spirit of cooperation and trust between the agency and the public.

20. Use social/informal events and activities to reach the community. Establish a regular schedule of Lexington Community Center visits by Town/Department leaders.

○ Speaking publicly at Town-initiated forums and events can be intimidating to many people. Providing access to Town and Department leaders at informal events is important to make sure that it is not only a “vocal minority” that is being heard.

21. Provide opportunities for employees across the organization to collaborate through cross-departmental projects, initiatives, and teams.

○ This practice ensures that employees at the many locations of the Lexington Town government feel part of a larger organization with unified goals.

22. Develop & maintain good media relationships.

○ Good media relationships are useful to help municipalities get messages out to the public in a rapid manner without needing to pay for advertising.

23. Partner with other groups, e.g. business, civic, non-profit, etc. to develop information on joint projects and shared interests.

○ Utilizing outside groups can augment Town staff resources and expertise.

24. Create a system of tracking that enhances employee ability to handle resident inquiries & “close the loop”.

○ Resident inquiries should be acknowledged and responded to. A review of the “Lexington List” suggests that seemingly trivial issues such as a missed trash pickup or a non-functioning street light can cause significant resident angst when calls are not responded to. For example, the DPW “streetlight out” line provides no feedback that the message has been received, nor any indication of how soon an outage may be repaired. Even an email response that indicates a message has been received and has been added to a database is an improvement over no response at all. In this Internet era residents expect to be able to submit issues via a web form or email. Phone calls to a voice mailbox are seen as an outdated form of communication, but should still be available to those who are not familiar or comfortable with technology.

25. Develop tools to utilize identified communication channels. Tools can include items such as templates for risk analysis, communication plans, key message templates, etc.

○ Items such as the templates mentioned above are tools that help a department, group, or committee think about the important issues, and the messages they want to convey to the public, in a thorough, methodical manner. The act of filling out a form, such as a key message template, can engender discussions within a group about project priorities and objectives.

---

9 The “Lexington List” was originally a Yahoo based listserv moderated by Lexington resident Harry Forsdick. It has recently been moved to the Groups.io platform.
26. Document and publicize Town customer service standards, e.g. timelines for responding to email, phone calls, etc.
   - Setting public standards, and publicizing them, lets residents and Town staff know what to expect when communicating with the town. Residents know their issue has been acknowledged and will be responded to. It is completely acceptable to defer an informed response to a future date, but an unacknowledged inquiry often evokes frustration and a feeling of futility.

27. Go paperless, enable online/digital transactions where possible.
   - Wherever possible, digital transactions should be enabled to remove paper waste, speed up processes, and enable more comprehensive record keeping and data analysis. Phone communications can be seen as slow and outdated. Additionally, phone messages require transcription to become useful data for subsequent analyses.

28. Leverage existing advisory committees to identify key issues.
   - When issues face the Town, the skills of existing advisory committees should be reviewed to determine if skills to address the issues already exist within existing committees. Existing committees with expertise will obviously be quicker to come up to speed on a topic vs. a newly formed committee.

29. Train staff to improve their communication skills.
   - Identify areas where communications training could improve Town staff job effectiveness.

30. Train staff with background information and key messages for important topics.
   - Providing a unified set of messages is important to instill confidence and trust in Town government. Conflicting messages cause frustration and extra effort to resolve for both the citizen and Town staff.

4.1.2. Philosophical Best Practices

The Best Practices (BPs) listed in this section are espoused in several of the communications plans reviewed by the ECIL project. These Best Practices, while harder to connect directly with actionable tasks, can inform actionable tasks. These BPs are listed here along with some links to articles discussing their importance on fostering good municipal communications.

31. Empower citizens to make decisions.
   - Engaging Citizens in Government
   - The Theory of Citizen Involvement
   - Citizens’ Engagement in Policy Making and the Design of Public Services

32. Empower staff to manage stakeholder relations.

33. Create an open and transparent information process for information based decision making by citizens.
34. Define citizen engagement as an essential municipal service to all citizens and stakeholders.

- What Does Civic Engagement Mean for Local Government?
4.2. Municipal Best Practices Survey

After compiling the Best Practices discussed previously in this report, the ECIL team conducted a survey of 23 municipalities, including Lexington (see Table 1). This survey was conducted to gauge how these towns were implementing many of these Best Practices. These towns were selected based primarily on whether they had an individual or individuals on staff responsible for town-wide communication. The ECIL team initially thought we should conduct our survey on towns with similar demographics but many towns with demographics similar to Lexington don’t have a dedicated communications role within their town. Ultimately we concluded that towns with a dedicated communications officer or communications role were more likely to be further along in implementing Best Practices than towns with more dispersed/ad-hoc communications procedures. The following towns responded to the survey.

Table 1: Towns Responding to Best Practices Survey

<table>
<thead>
<tr>
<th>Surveyed Towns</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton, MA</td>
<td>21,929</td>
</tr>
<tr>
<td>Amherst, MA</td>
<td>37,819</td>
</tr>
<tr>
<td>Andover, MA</td>
<td>36,400</td>
</tr>
<tr>
<td>Arlington, MA</td>
<td>45,052</td>
</tr>
<tr>
<td>Brookline, MA</td>
<td>59,126</td>
</tr>
<tr>
<td>Cambridge, MA</td>
<td>110,651</td>
</tr>
<tr>
<td>Concord, MA</td>
<td>19,809</td>
</tr>
<tr>
<td>Danvers, MA</td>
<td>27,400</td>
</tr>
<tr>
<td>Everett, MA</td>
<td>46,324</td>
</tr>
<tr>
<td>Framingham, MA</td>
<td>71,594</td>
</tr>
<tr>
<td>Franklin, MA</td>
<td>28,352</td>
</tr>
<tr>
<td>Haverhill, MA</td>
<td>63,639</td>
</tr>
<tr>
<td>Issaquah, WA</td>
<td>37,322</td>
</tr>
<tr>
<td>Lexington, MA</td>
<td>33,150</td>
</tr>
<tr>
<td>Malden, MA</td>
<td>61,246</td>
</tr>
<tr>
<td>Medford, MA</td>
<td>57,213</td>
</tr>
<tr>
<td>Medway, MA</td>
<td>13,329</td>
</tr>
<tr>
<td>Natick, MA</td>
<td>36,246</td>
</tr>
<tr>
<td>Needham, MA</td>
<td>30,999</td>
</tr>
<tr>
<td>Newton, MA</td>
<td>89,045</td>
</tr>
<tr>
<td>North Andover, MA</td>
<td>33,410</td>
</tr>
<tr>
<td>Wellesley, MA</td>
<td>27,982</td>
</tr>
<tr>
<td>Weston, MA</td>
<td>12,111</td>
</tr>
</tbody>
</table>

10 Google search “population of <Town name>” conducted May 2019.
4.2.1. Results of the Municipal Communications Survey

The questions for the Municipal Communications Best Practices Survey can be found in Appendix A in section 5.1 Best Practices Survey Questionnaire, of this report. This survey was conducted entirely as an online survey which included automated question branching based on the respondent’s answers. The printed format shown in section 5.1 is therefore only an example provided to show the text used in the questions. Initial contact with these communities was made by Lexington Public Information Officer Sean Dugan. A link to the survey was then emailed to the participants to complete the survey online. The following sections describe the findings of this survey. Supplementary graphs illustrating some of these findings can be found in section 5.2 Supplementary Graphs for Best Practices Survey.

Title and responsibilities of communication officers:

While the communities included in this survey all had a position within government responsible for communication, the title used for the person varied from municipality to municipality. References were made to Director, Officer, and other managerial positions, and the office itself was either located within the Town/City Manager’s office or was a stand-alone office.

Responsibilities included: acting as the Town’s spokesperson; educating staff regarding best communication strategies and practices; curating content of communications and writing press releases, blogs, newsletters; managing social media presence and the municipality’s website; cultivating relationships within the community; managing projects; developing strategies/strategic planning; overseeing HR; managing contracted legal services; managing grants; serving as the official records access officer. In other words, the types of responsibilities were far-reaching and far-ranging but were not consistent from location to location. This suggests that the definition of the information officer and his or her responsibilities is highly variable.

Communication plans:

Few of the municipalities (5 of the 23 surveyed) have an established communications plan. Of those, four (4) have a town-wide plan. Updates to the plans vary from every three months to yearly. The majority of those surveyed (19) have a ‘centralized news room’ and use a special section of the municipality’s website as a method to deliver news (N=19). The second most used method was email subscription lists (N=17). In addition, municipalities employed (to a considerably lesser degree): social media platforms; physical posters/sandwich boards and copies of newsletters available at locations throughout the municipality; regularly published and mailed newsletters; and press meetings. To inform the ‘newsroom’ content, most municipalities used one person or a team to collect and edit content.

While the survey was careful to identify specific groups within municipalities that have been recognized as key sub-populations (i.e., older adults, young adults, teens, families, ethnic communities, ESL, minorities, and vulnerable populations), municipalities were also asked if there were populations not identified in the survey but important in their location. Seven (7) municipalities mentioned other groups, including the business community, neighborhood associations, universities, newcomers, and ‘unconnected’ populations (those who don’t use social media, news, etc.). Methods employed to reach
additional or sub-group populations included flyers sent home through schools and posted in locations throughout the municipality (such as grocery stores and community bulletin boards).

In addition to posting information, municipalities employed a number of different events or activities to reach the targeted populations. These included: public forums; community ‘conversations’; neighborhood open houses; ‘live’ town hall meetings with the administrator of the municipality; outreach to seniors through social gatherings and regular newsletters; multi-language website postings; holiday events and parades; robocalls; posting information on social media sites; providing opportunities for ethnic communities to share their cultures.

A number of methods were identified that are used to promote interaction between residents and municipal officials. These include: public forums; meet and greet events in ‘casual’ settings (e.g., coffee shops, farmers’ markets) or at community events (e.g., block parties); Facebook pages; office hours.

Newcomers are educated about municipal services through a variety of means, including: ‘welcome’ handouts or guides or packets or email through realtors; welcome group of citizens; social media; website and/or video information; and Citizens’ Academy.

The most successful means used for recruiting citizen volunteers were identified as: Citizens’ Academy; community listservs; community participation officers; social media; promotion of boards/committees on municipality’s website (including a Get Involved page); municipality-wide e-mailing and press releases; cable stations; and networking and word of mouth/personal contacts.

There were a number of different metrics employed to assess a municipality’s effectiveness in ‘getting the message out’. These included: attendance at public meetings; number of email links opened by recipients; number of social media responses or phone calls/emails received or inquiries made of officials; monitoring ‘chatter’ on community listserv or on a community (not municipality-sponsored) Facebook group page.

To track inquiries/comments from constituents, departments use: GIS forms; See-Click-Fix®; 311®; emails; Facebook; departmentally shared electronic spreadsheets or handwritten notes. The primary means of tracking inquiries were through software purchased from a vendor (N=13), manually maintained phone logs (N=9) and a combination of methods that includes use of each of these.

Recommended response time to inquiries was variable. Some respondents said it varies by department or type of inquiry or type of response needed, some said ASAP, and others said it is based on a municipality-wide recommendation of 1-2 business days.

The range and types of responses to each of the above questions illustrates how varied and how complex are the methods used by municipalities to reach and serve constituents. There were no identifiable “best” ways of communicating.

Communication channels:

This committee, having tracked the use of communication channels by Lexington residents, wanted to know if patterns we observe here are similar to patterns observed in other locations. (See section 4.3.1 Membership of Existing Electronic Communication Platforms in Lexington, in this document for more information on use of communication channels in Lexington.)
In Lexington, Facebook was an effective channel of communication with most groups, but especially with teens and young adults (where it was found to be the most effective channel of communication). Twitter was also effective with teens and young adults. Older adults, in addition to using Facebook, relied on an email subscription list and the Town website. Facebook, Twitter, the email subscription list and the Town website were also most effective among families with school-age children. Members of specific ethnic communities relied most heavily on the Town website, Facebook, the email subscription list and community forums. Those for whom English is a second language, found the Town website and community forums most effective. Members of social minority groups (LGBTQ+, special needs, etc.) relied on Facebook, the Town website, and community forums. The Town website, direct mail, the email subscription list, Facebook and community forums were most effective with members of vulnerable populations (e.g., low income, disabled, etc.) The least effective communication channels were social events and, with the exception of the vulnerable population, direct mail.

In Lexington, the percentage of the population using various communication channels ranged from a high of 12.6% of the population using the LexMavens Facebook group to a low of 3.8% of the population using the Lexington Friends listserv group.

It should be noted that just in relatively short time during which this committee conducted its research, use of all but one of the various communication channels, as measured by number of subscribers, grew. (Again, see section 4.3.1 Membership of Existing Electronic Communication Platforms in Lexington, in this document.)

Lexington’s use of two of the more popular communication channels, Facebook and Twitter, is lower than what was found in other locations. 4.2% of the population in Lexington uses a town-sponsored Facebook page. While less than 5% of the population in 9 other locations uses Facebook, between 5% and 20% of the population uses Facebook in 10 locations.

5.4% of the population in Lexington uses a town-sponsored Twitter feed. The pattern of the use of Twitter in other locations mimics the use of Facebook in those locations.

The most commonly used communication channel, in Lexington and in other locations, is emergency alert services. 26.1% of the population in Lexington uses this channel, as compared with at least 20% of populations in most of the other locations.

Tax inserts was identified by one respondent as an effective way of reaching constituents. In this one location, approximately 45% of the population was able to be successfully contacted.

Town-wide survey:

Sixteen (16) of the 23 municipalities have conducted a town-wide survey. The frequency with which such surveys have been conducted ranged from annually to every 5 years or on an ad hoc basis when needed. Topics included in the surveys cover a wide range of issues (economic development, transportation, public education, environment, physical character, town government, town services, communication and quality of life), not unlike those addressed in Lexington’s town-wide survey. To design survey questions, municipalities have turned to consultants, requested input from municipal departments, created committees that work in consultation with departments, and/or used questions from previously developed surveys. The surveys are then most often administered by consultants or consultants and municipal staff. These practices are consistent with how Lexington has developed
survey questions and then administered the questionnaires. Methods of data collection, too, have been like those used in Lexington (i.e., use of online platforms and a combination of online systems and printed form).

**Summary and Conclusions:**

As can be seen by the responses obtained, there is great variability with regard to many issues associated with communication among the municipalities surveyed. However, it should be noted that there is overlap and consistency with respect to some strategies being employed for enhancing communication with constituents. The degree to which these municipalities have devoted time and energy to reaching residents illustrates that communication is recognized as a vital element in municipal government.
4.3. Incidental Findings
Numerous observations about Town communications were made during the course of this project. Although they are not directly related to the Best Practices findings, they are complementary and are discussed in this section.

4.3.1. Membership of Existing Electronic Communication Platforms in Lexington
Only a small number of Lexington residents are currently following any of the social media (Facebook, Twitter) accounts run by the Town. Similarly, the Constant Contact® newsletters; Link to Lexington and Town News and Alerts have relatively small subscriptions rates. There is a need to use other methods to reach a broader population. The ECIL Committee looked at subscription counts over time for accounts managed by Lexington and for some of the private citizen managed social media and listservs popular in Lexington. See Figure 1 and Figure 2 below. The enrollment data used in these graphs are available to all subscribers for these groups on these various platforms, e.g. Facebook, Twitter, and the Lexington List. For the Link to Lexington, and Town News and Alerts, subscriber data was provided by Lexington PIO Sean Dugan. The Lexington Chinese community also widely uses WeChat. At the current time in Lexington there are three primary WeChat groups containing up to 500 users each which are not shown in the following graphs. It is estimated that between these three groups there are nearly 750-800 unique users\textsuperscript{11}. For the purposes of the graphs it was assumed that the target population for these types of electronic platforms is residents 24 years of age and older.

**Figure 1: Social Media Enrollment Count vs. Percent of Population of Lexington >24yrs Old**

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure1.png}
\caption{Over time the subscription rates have risen according to the following graph.}
\end{figure}

\textsuperscript{11} Personal communication, 1 August 2020, Weidong Wang, past president Chinese American Association of Lexington
4.3.2. Lexington Website Search Functionality
An ad-hoc survey was conducted to compare the responses provided by the search function embedded on the Lexingtonma.gov website versus a search performed using the Google search engine. A search of any specific website can be run using Google search by prepending the text “site:” to a Google search. The following examples therefore show a comparison of the search results returned by the Lexingtonma.gov search function vs. the same query using “site:lexingtonma.gov <question phrase here>”.

The following Table 2 shows the relatively poor responses provided by the embedded search function vs. a Google search for ten randomly chosen questions.
Table 2: Google Search versus Lexington Town Website Embedded Search

<table>
<thead>
<tr>
<th>Google Search</th>
<th>Town Website Embedded Search</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Do I require a permit for a shed on my property?</strong></td>
<td><strong>1106 Massachusetts Avenue</strong></td>
</tr>
<tr>
<td>[PDF] Zoning FAQ's - Town of Lexington MA</td>
<td>Plan, (g) Landscape Plan, (h) Tree Identification Plan, (i) Site Details, (j) Site Details and (k) Proof Plan</td>
</tr>
<tr>
<td><a href="https://www.lexingtonma.gov/sites/lexingtonma/files/uploads/zoningfaq.pdf">https://www.lexingtonma.gov/sites/lexingtonma/files/uploads/zoningfaq.pdf</a></td>
<td>• Five (5) additional ... be determined to discuss the development options. Please do not hesitate to contact us in advance of the meeting date if you have ...</td>
</tr>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td>Date created: January 8, 2018 - 11:30am</td>
</tr>
<tr>
<td><img src="image2.png" alt="Image" /></td>
<td>45-65 Hayden Avenue Proposed PDD</td>
</tr>
<tr>
<td><img src="image3.png" alt="Image" /></td>
<td>... developed pursuant to the following past approvals: (i) Preliminary Site Development and Use Plan for which a Definitive Site ... controls. Subsequent amendments to the 2016 Zoning Bylaw do not apply to this PDD unless expressly stated otherwise. Terms used and ...</td>
</tr>
<tr>
<td><img src="image4.png" alt="Image" /></td>
<td>Date created: August 30, 2017 - 1:40pm</td>
</tr>
<tr>
<td><img src="image5.png" alt="Image" /></td>
<td><strong>Requirements for Drainlayers</strong></td>
</tr>
<tr>
<td><img src="image6.png" alt="Image" /></td>
<td>• Requirements for Permits REQUIREMENTS FOR: □ A PERMIT TO CONSTRUCT A SEWER, WATER AND/OR DRAIN SERVICE AND CONNECT TO THE ... Contractor has performed work to show he is qualified to do work, or a Master Plumber's License. BONDING - Street Opening Bond in ...</td>
</tr>
<tr>
<td><img src="image7.png" alt="Image" /></td>
<td>Date created: April 7, 2016 - 12:02pm</td>
</tr>
</tbody>
</table>

20
<table>
<thead>
<tr>
<th><strong>Google Search</strong></th>
<th><strong>Town Website Embedded Search</strong></th>
</tr>
</thead>
</table>
| **When is my trash pickup?** | **Curbside Trash Collection**  
E.L. Harvey is the Town's trash and recycling vendor. For missed trash or recycling pickup... limit per week. An exception is made on this limit when moving. You must call E.L. Harvey in advance of the move. 1-800-321-1303.  
**Date created:** July 31, 2015 | **Date created:** July 23, 2015 |
| **What is the property tax rate?** | **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
| **Tax Rates - FY 19**  
 of assessed value: Commercial, Industrial, Personal Property $27.98 per $1,000 of assessed value.  
**Date created:** September 15, 2015 | **Date created:** August 30, 2017 |
## Where can I dispose of building supplies?

**How Can I Get Rid of...? | Town of Lexington MA**
https://www.lexingtonma.gov/trash-collection/pages/how-can-i-get-rid-
- Please refer to the following list to learn how you can recycle or dispose of certain... Building Materials. Homeowners and contractors can donate good quality...

**Donate, Don't Dispose | Town of Lexington MA**
https://www.lexingtonma.gov/trash-collection/pages/donate-dont-dispose
- Inner city kids can build-recondition a bike through the Earn-A-Bike program... and surplus cabinets, appliances, furniture, building materials and supplies.

**Universal Waste Shed | Town of Lexington MA**
- Minuteman Household Hazardous Products Regional Facility. Absolutely no other hazardous waste products will be accepted at the Universal Waste Shed.

## What is the non-emergency phone # for the police?

**Police | Town of Lexington MA**
https://www.lexingtonma.gov/police
- We are happy to take non-emergency calls at 781-862-1212. Or visit us at... Sign up to receive phone and/or email notifications from the Lexington Police - Feud.
- Police Department Programs. Policies and Procedures - Fingerprint Request

**Contact Information | Town of Lexington MA**
https://www.lexingtonma.gov/home/pages/contact-information
- **IN AN EMERGENCY CALL 911.** **EMERGENCY CALL 911.** The main phone number for the Town of Lexington offices is 781-862-3500. **Non-Emergency Phone:** 781-862-4700. See the Police Department webpage for more information...

**Police Department Policies and Procedures - Town of Lexington MA**
https://www.lexingtonma.gov/police/pages/policies-and-procedures
- No lawbook. No lawyer, no judge can really tell the policeman on the beat how to... These policies were drafted by members of the Lexington Police Department and... Phone: 781-862-1212 Non-Emergency 781-862-1235 Traffic Bureau

## Can I choose not to receive CodeRED® messages?

**Can I choose not to receive CodeRED® messages?**
- The website does not allow opting out of emergency messages. If you have questions, The Lexington Police Department is committed to providing quality service, working in partnership with the... Date created: October 15, 2018 - 2:39pm | Found in: CodeRED® Emergency Notification System

**Police**
- Accident Reports Parking Ticket Appeal About the LPO Organization Policies & Procedures Photos & Videos Employment... If you have questions, The Lexington Police Department is committed to providing quality service, working in partnership with the... Date created: July 9, 2015 - 11:31am

**Policy and Procedures Manual, 2016**
- General Considerations and Guidelines. The mission of the Lexington Police Department is to enforce the laws of society, maintain order in the community, protect... a. Goals will be broad generalized statements of what the agency or component intends to accomplish. Example: "To... Date created: November 23, 2016 - 4:12pm | Found in: Police
<table>
<thead>
<tr>
<th><strong>Google Search</strong></th>
<th><strong>Town Website Embedded Search</strong></th>
</tr>
</thead>
</table>
| **How can I contact the principal of Lexington High school?** | **How Can I Get Rid of....?**  
Please refer to the following list to learn how you can recycle or dispose of certain items in your home. If your item is not listed, please check with your local recycling facilities or trash collection program.  
Date created: August 3, 2015 - 3:49pm | Found in: Trash Collection |
| **How are the road projects currently underway in Lexington?** | **How Lexington handles snow storms, and what YOU can do to help**  
Your driving during and right after a storm, so that we can more efficiently clear and plow. Make sure the street storm drain near your... and recycling bins can become buried in the snow. How Lexington handles snow storms, and what YOU can do to help.  
Date created: January 21, 2019 - 2:28pm | Found in: Home |
| **What are the road projects currently underway in Lexington?** | **ACROSS Lexington Brochure and Map**  
Nettie or Chenia Farm: One of the single best things you can do for your health is to get moving. According to numerous studies, ....  
Date created: October 15, 2015 - 11:23am | Found in: Greenways Corridor Committee |

---

**Lexington High School / Homepage**  
https://www.lexingtonma.gov/lexington.highschool  
Springs Sports Night for Parents and Students - Attleboro-Date Change. Due to a scheduling conflict with the LHS Boys Basketball MIAA playoff game at Lawrence...  
Greenfields Staff Directory Calendar Mathematics Athletics  
You've visited this page many times. Last visit: 6/17/18

**Lexington Public Schools / Homepage**  
https://www.lexingtonma.gov/lexington.publicschools  
Diversity, Equity & inclusion: Our Call to Action - Master Planning. Missing principal. Must include principal

**Lexington High School - Town of Lexington MA**  
Oct 15, 2013 - 11: Discussion/Announcements - 6:30 - Call to Action Paper - reactions, thoughts, Open to All Campaign - September updates: v 2018 NEASC...

---

**What is Planning? Town of Lexington MA**  
https://www.lexingtonma.gov/planning.office/blog/what-planning  
Apr 13, 2019 - Land use planning works by taking a broad view of an issue and determining how the places—buildings, roads, parks, etc.—fit together like jigsaw pieces.

**CEC Report to 2018 ATM (final) but with extra .... - Town of Lexington MA**  
May 16, 2018 - Article 12: Appropriate for Lexington Children's Place Construction .... service for the projects currently contemplated in this Plan is .... The following projects approved for OPA funding by the 2017 ATM are underway.

**TOWN OF LEXINGTON, MASSACHUSETTS**  
May 5, 2018 - With the new school project currently under construction and the .... The FY2019 budget will continue to support the initiatives underway in.

---

**Current Conservation Projects**  
Lexington Conservation Division and Conservation Stewards are engaged in a number of projects to improve the town’s conservation... ...Willard’s Woods Daylighting Project What is Stream Daylighting? It is urban design and urban planning, daylighting...  
Data created: July 25, 2016 - 1:50pm | Found in: Land Stewards

**What is Planning?**  
...challenges for a community planning process is to imagine what can happen and how a community... should grow and change 5, 10, or even 15... vision over the next five to ten years. Initial studies are underway as a series of educational panel discussions on the topics of...  
Data created: April 13, 2018 - 3:05pm | Found in: Planning Office

**Current Projects**  
February 13, 2015 APPLICATION & PLAN INFORMATION The application and plan depict a subdivision of 36, 42, 44 Cary Avenue... time, the principle structures on both 36 and 42 Cary Avenue are to remain. DECISION This is to certify that after closing a duly called...  
Data created: October 16, 2019 - 10:37am | Found in: Planning Office
Where do I vote?

**Google Search**

Precincts & Voting Locations | Town of Lexington MA
https://www.lexingtonma.gov/town-clerk/pages/precincts-voting-locations

Polls: The polls are open in Lexington on election day from 7:00 a.m. to 8:00 p.m. for all elections. Registered voters in Lexington's nine precincts vote at the ...

Address: Town Office Building

Elections & Voting | Town of Lexington MA
https://www.lexingtonma.gov/town-clerk/pages/elections-voting

General Information: Am I Registered to Vote? ... Where do I vote? ... verify the accuracy and validity of elections, the board may vote to authorize the Town Clerk ... Meeting Times: As needed Length of Term: 3 years Address: Town Office Building Phone: 781-469-4500

How do I find out where I vote? | Town of Lexington MA

Call the Town Clerk's office at 781-469-4500 or check the Massachusetts state voting webpage.

**Town Website Embedded Search**

Where do I register to vote?

- from National Voter Registration web site. Where do I register to vote? ...

Date created: December 18, 2015 - 12:41pm | Found in: Town Clerk

How do I find out where I vote?

- the Massachusetts state voting webpage. How do I find out where I vote? ...

Date created: December 18, 2015 - 12:38pm | Found in: Town Clerk

Elections & Voting

General Information: Am I Registered to Vote? Where do I Vote? Link to find your voter registration ...

Date created: November 17, 2015 - 11:34am | Found in: Town Clerk

When is town meeting?

**Google Search**

Town Meeting | Town of Lexington MA
https://www.lexingtonma.gov/town-meeting

View meetings online and on cable with LexMedia 2015 Town Meetings: 2019 Annual Town Meeting Previous Town Meetings: 2018 Special Town Meeting 2018 Annual Town Meeting: About Town Meeting: 2018 Special Town Meeting

About Town Meeting | Town of Lexington MA
https://www.lexingtonma.gov/about-town-meeting

For each Town Meeting, a Warrant is published, listing the date and time of the meeting as well as the articles that will be discussed and voted upon. In an Open ...

2019 Annual Town Meeting | Town of Lexington MA
https://www.lexingtonma.gov/town-meeting/pages/2019-annual-town-meeting

NOTE: Hearing devices are available at Town Meeting. For other accommodations or special needs, please contact the Human Services Department at ...

**Town Website Embedded Search**

Town Meeting

Town Meeting Town Meeting

Date created: March 20, 2019 - 9:00am | Found in: Town Meeting

2017 Annual & Special Town Meetings

Town Meeting usually meets at: Margery Milne Garvin Hall Cary Memorial ... Massachusetts Ave. NOTE: Hearing devices are available at Town Meeting. For other accommodations or special needs, please contact the ...

Date created: February 23, 2017 - 4:35pm | Found in: Town Meeting

About Town Meeting

About Town Meeting Town Meeting

Date created: February 3, 2016 - 10:24am | Found in: Town Meeting
<table>
<thead>
<tr>
<th>Google Search</th>
<th>Town Website Embedded Search</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who is my town meeting member?</strong></td>
<td></td>
</tr>
</tbody>
</table>

**About Town Meeting | Town of Lexington MA**
https://www.lexingtonma.gov/about-town-meeting
This differs from an Open Town Meeting, as the voters in the town elect Town Meeting Members. Although any voter may speak at the Town Meeting, only the...

**Town Meeting | Town of Lexington MA**
https://www.lexingtonma.gov/town-meeting

**2019 Election & Town Meeting Dates & Deadlines | Town of Lexington**
2019 Election & Town Meeting Dates & Deadlines. Seeking Elected. Members of town committees serve in the following capacities. Represent their party at the...

**Volunteer Opportunities in the Town**
Citizen participation in local government is a strong tradition in Lexington. The issues and challenges faced by our... complex. There are numerous opportunities to participate in Town affairs, to help shape policy, to work with interesting people, and to... Memorial Library often has openings for student volunteers who are at least 15. Information for Potential Committee Members’ View...
Date created: February 4, 2016 - 4:40pm | Found in: Board of Selectmen

**Committee Draft Documents**
P. Parker — Last updated: 13 February 2019 Preface: This is a preliminary version of a guide for using a service provided to official... share your account information with anyone else. Every user who requires access to the website should have their own account.
Date created: February 6, 2013 - 9:18am | Found in: Appropriation Committee

**Mass. Guide to Town Meetings**
Town Residents. The purest form of democratic governance is practiced in a Town Meeting. In use for over 300 years and still today, it... of the Town Meeting’s business. Other than what may vote, do open Town Meetings basically operate the same way as.
Date created: August 31, 2017 - 10:28am | Found in: About Town Meeting
4.3.3. Response Rate of Lexington Committees

The Lexington 20/20 Vision Committee hosted an online event on April 2, 2020 entitled: Futures Panel: Challenges & Opportunities for Lexington. To help publicize this event, and as an ad-hoc test of the effectiveness of committee email addresses, emails were sent to 52 committees found on the Town Lexingtonma.gov/boards web page using their respective web-page submission forms. The web-page submission forms send an email to either a committee email, such as 2020visioncmte@lexingtonma.gov, or to an individual with a <individual>@lexingtonma.gov email address. These emails were sent on April 1st and 2nd, 2020. Committees that directed their emails to an individual (e.g. individual@lexingtonma.gov vs. 2020visioncmte@lexingtonma.gov) were excluded from this evaluation. The message sent to these committees was:

Subject: Futures Panel invite

Dear <Committee Name> Committee,

This email is serving two purposes. Purpose one is to invite all of the members of your committee to a "Futures Panel" being hosted by the Lexington 20/20 Vision Committee:

Futures Panel: Challenges & Opportunities for Lexington
2 April, 7-9 pm
Cary Memorial Hall

More info about this event is available here: https://Lexingtonma.gov/FuturesPanel

Purpose two is to poll the various Lexington committees to see if / how their email addresses are being monitored. If you have read this, please simply respond to this email stating something along the lines of "message received".

Many thanks!
Mark Manasas for 20/20 Vision Committee

Figure 3 below shows that of the 52 committees contacted, 45 (87%) of these committees never responded.
This impromptu survey clearly showed that the vast majority of the committees in Lexington are not reachable via links on their Lexingtonma.gov committee pages. Since many of these committees infrequently receive email, the accounts are infrequently, if ever, checked. Also, due to committee member turnover, the knowledge for how to access the email accounts is often lost within a committee. A more robust system of notifying committee members and/or committee chairs that someone is attempting to contact their committee should be implemented. This is but one illustration of communication problems with Town committees or boards. It demonstrates, very clearly, that reaching those responsible for issues associated with Town functioning is difficult, at best. If we want to be responsive to citizens’ questions, complaints, concerns, we need to better monitor and respond to communications.
5. Appendix A

5.1. Best Practices Survey Questionnaire
The following pages show the questions used to conduct the Municipal Best Practices Survey. The actual survey was conducted entirely online. The following pages are therefore only intended to show the text used to ask questions.
Municipal Communication Best Practices Survey

This survey is being conducted by a Select Board committee from the Town of Lexington MA with the assistance of the Town's Public Information Officer. These questions about Best Practices have been distilled from numerous municipal communication plans and other municipal communications guidance documents.

Our goal is to gather feedback from different communities, analyze the data, and learn how they communicate with the public so we can improve our communications strategies. We will make the results available to all participants, so they can learn about the innovative strategies these communities are using to reach their residents. All published data will be anonymized to obscure respondent names and towns.

Thank you for your participation! We look forward to sharing our results with you.

1. Name

..................................................

2. Town

..................................................

3. Job Title

..................................................

4. Please describe the primary functions of your position

..................................................

..................................................

..................................................

..................................................

..................................................

..................................................

..................................................
5. Best e-mail address for follow-up

<table>
<thead>
<tr>
<th>Communication Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the purposes of this survey, a communications plan is defined as a document which prescribes how messages will be communicated to target populations. It describes the messages to be communicated and the mechanisms by which they will be publicized. Communication plans usually identify the audiences, communication objectives, messages, communication channels and timing.</td>
</tr>
</tbody>
</table>

6. Does your town have a Communications Plan?

*Mark only one oval.*

- Yes  [ ]  *Skip to question 7*
- No   [ ]  *Skip to question 9*

<table>
<thead>
<tr>
<th>Communication Plan Specifics</th>
</tr>
</thead>
</table>

7. Do individual departments in your town have their own communication plans?

*Mark only one oval.*

- Yes, there is a town-wide communications plan. Additionally, each municipal department has their own communications plan.  [ ]
- Yes, there is a town-wide communications plan. Additionally, some municipal departments have their own communications plan.  [ ]
- No, all departments are bundled into the town-wide communications plan  [ ]
- Other: ___________________________  [ ]
8. How often do you update your town-wide communication plan?

*Mark only one oval.*

- [ ] Every 3 months
- [ ] Every 6 months
- [ ] Yearly
- [ ] Other: _______________________

**Communications Development & Distribution**

9. Do you have a "centralized news room"?

A centralized news room is defined as a central location through which all departments can publish their important community announcements. This may be a special web page on the town website, a monthly mailing to all residents, etc.

*Mark only one oval.*

- [ ] Yes  *Skip to question 10*
- [ ] No  *Skip to question 12*

"News Room" specifics

10. Please identify the methods you use to deliver town news via your "news room". Please check all that apply:

*Check all that apply.*

- [ ] Special section of Town website
- [ ] Monthly mailed newsletter
- [ ] Quarterly mailed newsletter
- [ ] Email subscription list
- [ ] Hard copy newsletter available in location(s) around Town

Other: _______________________
   ___
11. How do you collect the content for your “news room”? e.g., does one person poll
town departments and collect/develop content, or does each department do its
own reporting?

Please check all that apply:

Check all that apply.

☐ One person or team is responsible for collecting and editing content from Town
departments
☐ Each department creates and submits its own content
☐ A combination of the two options above. Some departments create and submit their own
content. A person or team collects and edits content from other departments
Other: ☐  ___________________________________________

Target Populations & Communication Channels
12. The next question addresses different populations in your town and how you target your communications to them. For each population listed, please identify the methods you find most effective in reaching the population. PLEASE CLICK IN THE ANSWER AREA, THEN USE LEFT/RIGHT SCROLL ARROWS ON YOUR KEYBOARD TO ACCESS ALL ANSWER OPTIONS.

Please check all that apply for each population:

*Check all that apply.*

<table>
<thead>
<tr>
<th>Facebook</th>
<th>Twitter</th>
<th>Email subscription list</th>
<th>Town Website</th>
<th>Direct mail</th>
<th>Community forums</th>
<th>Social events, such as block parties, etc.</th>
<th>This is not a target population in our town</th>
<th>Other - see following questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Older adults</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young adults</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families with school age children</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specific ethnic communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residents with English as a second language</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social minorities (LGBT+, special needs, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vulnerable populations, e.g. low income, disabled, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. Which target populations did we miss in the previous question, and how do you reach them?
   Please enter "none" if you think we covered them all in the previous section.

14. What is an example of a successful event(s) / activity you have used to target a specific population(s) within your town?
   Please describe the target population(s) and the event(s) you conducted to communicate with this population. Please state 'N/A' if this is not applicable.

15. Has your Town conducted a town-wide survey?
   
   Mark only one oval.

   
   Yes   Skip to question 16
   No    Skip to question 22

   Town-wide Survey Specifics
16. How often does your town conduct a town-wide survey?

*Mark only one oval.*

- [ ] Ad-hoc as needed
- [ ] Annually
- [ ] Bi-annually
- [ ] Every 5 years
- [ ] Other: ____________________________

17. Topics covered by survey

What are some of the key issues covered in your surveys? Please check all that apply:

*Check all that apply.*

- [ ] Economic Development
- [ ] Population Diversity
- [ ] Public Education (Schools)
- [ ] Transportation
- [ ] Environment / Open Space Issues
- [ ] Physical Character (Town center / neighborhoods / historic areas)
- [ ] Town Government
- [ ] Town Services (Public works, library, human services, recreation, etc.)
- [ ] Communication (to and from Town departments)
- [ ] Quality of life in Town
- [ ] Other: ____________________________

18. Who develops your survey?

Who designs the survey format and the questions? Please check all that apply:

*Check all that apply.*

- [ ] Town Clerk
- [ ] Town Committee
- [ ] Town Staff
- [ ] Consultant(s) or professional municipal survey service
- [ ] Citizen Group
- [ ] Other: ____________________________
19. How do you develop the questions for your survey?

Please check all that apply:

*Check all that apply.*

- [ ] We rely on previously developed questions
- [ ] We revise previously developed questions as needed
- [ ] We solicit input from town departments
- [ ] We solicit input from town boards and committees
- [ ] We solicit input from residents
- [ ] Questions are developed by consultant(s)

Other:  

20. Who administers your survey?

Who collects responses for the survey? Please check all that apply:

*Check all that apply.*

- [ ] Town Clerk
- [ ] Town Committee
- [ ] Town Staff
- [ ] Consultant(s) or professional municipal survey service
- [ ] Citizen group

Other:  

21. Which of the following do you use to collect responses to your survey?

Please check all that apply:

*Check all that apply.*

- [ ] Printed surveys are available at locations throughout the Town
- [ ] Online systems such as Survey Monkey, Qualtrix, Google Forms, etc.
- [ ] Survey embedded in email message
- [ ] Telephone interviews
- [ ] Face to face pre-scheduled interviews
- [ ] Face to face on-the-street interviews

Other:  

Community Engagement and Responsiveness
22. Which of the following methods do you routinely use to promote interaction between residents and town officials?
Please check all that apply:

Check all that apply.

☐ Public Forums
☐ Town official office hours
☐ Presence at community events
☐ Meet & greets for town officials in "casual" settings such as coffee shops, farmer's markets, etc.
☐ Town official attendance at Block Parties
Other: ________________________________

23. How do departments in your Town track resident inquiries or comments, and responses to these?
For example: are there systems for recording calls or emails about potholes, street lights out, missed trash pickup, etc. Please check all that apply:

Check all that apply.

☐ Manual "phone log", e.g. hand written notes
☐ Departmentally shared electronic/online spreadsheet(s)
☐ Software purchased from a vendor such as See-Click-Fix(R)
☐ No tracking systems are used
Other: ________________________________

24. Do you have recommended response times for citizen inquiries?

Mark only one oval.

☐ Yes, we have a town-wide recommendation  Skip to question 25
☐ Yes, varies by department  Skip to question 26
☐ No, response times vary by type of inquiry and are determined on an ad-hoc basis  Skip to question 26
☐ Other: ________________________________

Response time details
25. What is the recommended town wide response time?

*Mark only one oval.*

- [ ] 1 hour or less
- [ ] 4 hours or less
- [ ] Within one business day
- [ ] Within two business days
- [ ] Within three business days
- [ ] Other: ______________________

Community Engagement

26. How do you educate newcomers about available town services?

Please check all that apply.

*Check all that apply.*

- [ ] Newcomers page on town website
- [ ] Citizen's academy (classes to teach newcomers about town)
- [ ] Handouts to parents/guardians enrolling children in schools
- [ ] "Welcome to ...." handouts available around Town
- [ ] Private citizen newcomers groups
- [ ] Town social media accounts
- [ ] Other: ______________________
27. What are your most widely subscribed communication channels?

Please provide your best estimate as to how widely subscribed each channel is based on the population of your town.

*Mark only one oval per row.*

<table>
<thead>
<tr>
<th>Channel</th>
<th>Less than 5% of town population</th>
<th>5-10% of town population</th>
<th>10-20% of town population</th>
<th>Greater than 20% of town population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town-wide Facebook feed</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Town-wide Twitter feed</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Town-wide email listserv / contact management system</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Departmental / topic specific email listserv / contact management system</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Departmental Facebook feeds</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Departmental Twitter feeds</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Emergency alert services such as Code Red(R)</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

28. Which communication channels did we miss in the previous question, and how widely subscribed are they?
29. What have been your most successful methods for recruiting citizen volunteers across the town and across different committees?
For example, is there a "get involved" section on your town website that lists volunteer opportunities, or does each committee do their own recruiting, or ??

Measuring Communications Effectiveness

30. What are some metrics you use to assess the effectiveness of "getting your message out" to residents?
For example, if you are trying to communicate a newly proposed traffic pattern in town, how do you assess if residents are aware of this proposed change? Please check all that apply:

Check all that apply:
- [ ] Attendance count at public meetings
- [ ] Number of Facebook, Twitter, etc. responses to a topic
- [ ] Number and type of responses (e-mails, phone calls, etc.) received
- [ ] Number of people opening email links
- [ ] Number of inquiries to town officials
Other: _____________

31. What metrics did we miss in the previous question that you find useful in assessing how well you are communicating with residents?

Closing comments
32. Is there anything you feel has improved communication in your town that we have not asked about? Do you have any other closing thoughts or comments?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

This content is neither created nor endorsed by Google.

Google Forms
5.2. Supplementary Graphs for Best Practices Survey
The following graphs illustrate some of the findings of the Best Practices Survey. These findings are described fully in section 4.2 Municipal Best Practices Survey. It should be noted that for some of these graphs there are a small number of respondents. For this reason, these graphs are more illustrative than quantitative.

Target populations and most effective types of communication
The x-axis in all of the following graphs is the number surveyed towns responding that they use a particular platform to attempt to communicate with the identified population.
**Direct mail**

- Vulnerable populations: High
- Minorities: Low
- ESL: Low
- Ethnic communities: Low
- Families: High
- Teens: Low
- Young adults: Low
- Older adults: High

**Community forums**

- Vulnerable populations: High
- Minorities: High
- ESL: High
- Ethnic communities: High
- Families: High
- Teens: Low
- Young adults: High
- Older adults: High
It is interesting to note that the only population not identified as ‘not a target population’ was older adults.

With older adults, the most effective types of communication were identified (in order of towns finding them most effective) as:

- Email subscription list (21)
- Facebook (18)
- Town website (18)
- Direct mail (14)
• Community forums (14)
• Social events (8)
• Twitter (6)

With **young adults**, the most effective types of communication were identified (in order of towns finding them most effective) as:

• Twitter (18)
• Facebook (15)
• Community forums (14)
• Email subscription list (11)
• Town website (11)
• Social events (9)
• Direct mail (0)

With **teens**, the most effective types of communication were identified (in order of towns finding them most effective) as:

• Twitter (7)
• Facebook (7)
• Town website (5)
• Community forums (3)
• Social events (3)
• Email subscription list (2)
• Direct mail (0)

With **families with school-age children**, the most effective types of communication were identified (in order of towns finding them most effective) as:

• Facebook (19)
• Email subscription list (18)
• Town website (17)
• Twitter (16)
• Community forums (14)
• Social events (14)
• Direct mail (7)

With **members of specific ethnic communities**, the most effective types of communication were identified (in order of towns finding them most effective) as:
• Town website (12)
• Facebook (10)
• Community forums (9)
• Email subscription list (7)
• Twitter (7)
• Social events (7)
• Direct mail (3)

With **those for whom English is a second language**, the most effective types of communication were identified (in order of towns finding them most effective) as:

• Town website (14)
• Community forums (10)
• Facebook (6)
• Email subscription list (6)
• Social events (5)
• Twitter (4)
• Direct mail (4)

With **members of social minority groups** (LBGT+, special needs, etc.), the most effective types of communication were identified (in order of towns finding them most effective) as:

• Facebook (13)
• Town website (12)
• Community forums (11)
• Twitter (10)
• Social events (9)
• Email subscription list (8)
• Direct mail (2)

With **members of vulnerable populations** (e.g. low income, disabled, etc.), the most effective types of communication were identified (in order of towns finding them most effective) as:

• Town website (14)
• Direct mail (14)
• Email subscription list (12)
• Facebook (11)
• Community forums (10)
• Twitter (8)
• Social events (5)
Does your town have a Communications Plan?
23 responses

- Yes: 78.3%
- No: 21.7%

Do individual departments in your town have their own communication plans?
5 responses

- Yes, there is a town-wide communications plan. Additionally, each municipal department has their own communications plan.
- Yes, there is a town-wide communications plan. Additionally, some municipal departments have their own communications plan.
- No, all departments are bundled into the town-wide communications plan.
How often do you update your town-wide communication plan?
5 responses

- 60% Every 3 months
- 20% Every 6 months
- 20% Yearly
- New but planning on yearly

Do you have a "centralized news room"?
23 responses

- 82.6% Yes
- 17.4% No
Has your Town conducted a town-wide survey?

23 responses

- Yes: 69.6%
- No: 30.4%

How often does your town conduct a town-wide survey?

16 responses

- Ad-hoc as needed: 50%
- Annually: 12.5%
- Bi-annually: 12.5%
- Every 5 years: 12.5%
- WE conducted one three years ago and hope to do another next year: 12.5%
- As needed, topic specific: 12.5%
- Every two years (biennial): 12.5%
Who develops your survey?

15 responses

- Town Clerk: 2 (13.3%)
- Town Committee: 6 (40%)
- Town Staff: 12 (80%)
- Consultant(s) or professional municipal: 12 (80%)
- Citizen Group: 1 (6.7%)
- Finance: 1 (6.7%)

Do you have recommended response times for citizen inquiries?

22 responses

- Yes, we have a town-wide recommendation: 54.5%
- Yes, varies by department: 9.1%
- No, response times vary by type of inquiry and are determined on an ad-hoc basis: 22.7%
- Service level agreements for each type of inquiry: 9.1%
- Yes, varies by department, but it also depends on type of inquiry and necessity: 9.1%
- ASAP: 54.5%
6. Bibliography
The following references were used to compile the Best Practices discussed in this report.

<table>
<thead>
<tr>
<th>Reference Title</th>
<th>Published by</th>
<th>Accessed Via</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing More Effectively With a Strategic Communications Plan</td>
<td>Western City magazine</td>
<td><a href="https://www.westerncity.com/article/managing-more-effectively-strategic-communications-plan">https://www.westerncity.com/article/managing-more-effectively-strategic-communications-plan</a></td>
</tr>
<tr>
<td>Town of Chapel Hill Communications Strategy 2011</td>
<td>Town of Chapel Hill, NC</td>
<td><a href="https://www.townofchapelhill.org">https://www.townofchapelhill.org</a></td>
</tr>
<tr>
<td>Chapel Hill Town Communications Plan 2005-2006</td>
<td>Town of Chapel Hill, NC</td>
<td><a href="https://www.townofchapelhill.org">https://www.townofchapelhill.org</a></td>
</tr>
<tr>
<td>City of Guelph Communications Plan 2010</td>
<td>City of Guelph, Ontario, Canada</td>
<td><a href="https://guelph.ca/plans-and-strategies/communications-plan/">https://guelph.ca/plans-and-strategies/communications-plan/</a></td>
</tr>
<tr>
<td>Marin County Communications Plan 2012</td>
<td>County of Marin, CA</td>
<td><a href="https://www.marincounty.org/depts/ad/divisions/~/media/Files/Departments/AD/Communications/1201247ADAttachREP.pdf">https://www.marincounty.org/depts/ad/divisions/~/media/Files/Departments/AD/Communications/1201247ADAttachREP.pdf</a></td>
</tr>
<tr>
<td>Sustainable Jersey Municipal Communications Strategy</td>
<td>Sustainable Institute at the College of New Jersey</td>
<td><a href="https://www.sustainablejersey.com/resources/publications/technology-plans/">https://www.sustainablejersey.com/resources/publications/technology-plans/</a></td>
</tr>
<tr>
<td>Reference Title</td>
<td>Published by</td>
<td>Accessed Via</td>
</tr>
<tr>
<td>----------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>City of Chula Vista Marketing and Communications Plan</td>
<td>City of Chula Vista, CA</td>
<td><a href="https://www.chulavistaca.gov/home/showdocument?id=11852#:~:text=This%20Marketing%20and%20Communications%20Plan,and%20play%20in%20Chula%20Vista.&amp;text=The%20Plan%20also%20connects%20to%20the%20Citywide%20Strategic%20Plan">https://www.chulavistaca.gov/home/showdocument?id=11852#:~:text=This%20Marketing%20and%20Communications%20Plan,and%20play%20in%20Chula%20Vista.&amp;text=The%20Plan%20also%20connects%20to%20the%20Citywide%20Strategic%20Plan</a>.</td>
</tr>
<tr>
<td>Comprehensive Communications Plan for City of Seabrook TX</td>
<td>City of Seabrook, TX</td>
<td><a href="http://www.seabrooktx.gov/DocumentCenter/View/933/Comprehensive-Communication-Plan-FY1415---FY-1718-PDF?bidid=">http://www.seabrooktx.gov/DocumentCenter/View/933/Comprehensive-Communication-Plan-FY1415---FY-1718-PDF?bidid=</a></td>
</tr>
</tbody>
</table>